

THE COLLINS CENTER UPDATE

Volume 1, Issue 3

December 1999



U.S. ARMY WAR COLLEGE
CARLISLE, PENNSYLVANIA
Professor D. B. Campbell, Director



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KENTUCKY GOVERNOR PATTON KICKS OFF CSL's SENIOR EXECUTIVE PROGRAM

by COL Kevin Harvey

Director, Reserve Component Employment for Gaming

The Senior Executive Program is an OUTREACH initiative designed to bring elected and appointed government officials to the U.S. Army War College (USAWC) at Carlisle Barracks, Carlisle, PA for an orientation of critical ideas and concepts relating to national security and military strategy. Additionally, the program is designed to address specific issues oriented to the State's needs.

The program began on 21 August 1999 when the USAWC Commandant, Major General Robert Scales hosted the Honorable Paul Patton, Governor of Kentucky. The Commandant's intent is to share the College's process of making strategic leaders. Between 21 and 23 August, Governor and Mrs. Patton, along with the State Adjutant General, Major General John Groves took part in a three stage program of educational-outreach, staff rides and congressional interaction. By using this three-stage process, strategic military leaders are trained to focus on solving the critical challenges of the 21st Century. These challenges are not unique to the military leader. Political, economic and communications leaders need to also think strategically in order to better protect our great nation. Thus, we look to our past as a starting point for strategic leadership development. The Gettysburg Battlefield strategic staff ride lead by MG Scales, offered Governor Patton and

MG Groves a unique opportunity to analyze the critical issues and challenges of the era with those facing our leaders today. MG Groves expressed the fact that walking the battlefield truly personalized the experience. However, the small group conference conducted the next day, addressing the USAWC's Distance Education Program, allowed the Governor to understand the tools and processes used to make strategic leaders. Impressed with this program, Governor Patton requested a return visit with his entire cabinet during the Spring of 2000.

The Senior Executive Program is supported by AUSA and looks forward to hosting future sessions with interested states. The Adjutant Generals of South Carolina, New Jersey and Florida have received individual briefings and are currently working an opportunity for their Governor to take part in this exceptional program. Additional interest has been received from California, Louisiana, Texas, Ohio and Connecticut. For information on the program and scheduling participation, contact Colonel Kevin Harvey at 717-245-3295 or harveyk@csl.carlisle.army.mil

GLOBAL GUARDIAN '99

by COL Joe Wasiak

Director, Army War College Support Branch

The Operations and Gaming Division of the Center for Strategic Leadership (CSL) participated in the United States Strategic Command's (USSTRATCOM) *Global Guardian Exercise* at Offutt Air Force Base from 21-28 October 1999. This annual exercise witnessed hundreds of service members testing their ability to command and control the nation's strategic forces. *Global Guardian* is a

Report Documentation Page			Form Approved OMB No. 0704-0188		
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE DEC 1999		2. REPORT TYPE		3. DATES COVERED -	
4. TITLE AND SUBTITLE Collins Center Update. Volume 1, Issue 3, December 1999. Kentucky Governor Patton Kicks Off CSL's Senior Executive Program				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Army War College,Center for Strategic Leadership,650 Wright Ave,Carlisle,PA,17013-5049				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES The original document contains color images.					
14. ABSTRACT see report					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES 4	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

command-wide command post and field training exercise which tests and validates nuclear command and control, and execution procedures. It is based on a fictitious scenario designed to exercise the ability of USSTRATCOM and its component forces to effectively deter a military attack against the United States, and employ forces as directed by the National Command Authority.

All elements of our nations's strategic systems were exercised. Personnel from Strategic Command's service components and operational task forces participated in the exercise. Other commands that participated included the Air Force Space Command, Air Combat Command, U. S. Atlantic Fleet, and U.S. Pacific Fleet. The CSL team provided NCA role-playing support for the exercise. Other details of the exercise, including the scenario, are classified. For information on this exercise, please contact Colonel Joe Wasiak at 717-245-4464 or wasiakj@csl.carlisle.army.mil

GLOBAL '99

by Prof James Kievit
Strategic Intelligence and Leadership

Once again this year, as it has for several years past, USAWC served as Executive Agent for the Department of the Army Staff's participation in the Navy's annual **Global Wargame**. Conducted from 12-22 September at the Naval War College's recently constructed McCarty-Little Hall in Newport, Rhode Island, **Global '99** was a consortium of classified games examining various aspects of major theater war, command and control, technological innovation, and the proliferation of weapons of mass destruction in a 21st century geo-political environment. Although sponsored and hosted by the Navy, the game was distinctly joint in concept and execution.

Dr. Kent Butts, CSL, headed the USAWC effort. He worked closely with

LTC John Bonsell (DAMO-SSP) to put together a cohesive and effective Army "player" team from multiple Army commands and organizations. In addition to Dr. Butts, USAWC players included COL Don Kirk, COL Joe Wasiak, COL Clyde Page, LTC John Andreasen, and Professor James Kievit from the CSL's Operations and Gaming Division (CSL-OGD), and Professor Bob Coon from the Department of Military Strategy, Planning and Operations. These individuals filled key positions throughout the game's creative 21st Century command and control architecture -- from umpires through Joint Task Force staff, and Joint Staff members to the NCA leadership. Meanwhile, SFC Benge (CSL-OGD) ensured that every administrative detail was handled smoothly and efficiently.

Although specific "lessons-learned" must await further in-depth analysis, initial findings would indicate that in addition to issues related directly to the experimental command and control structure and the "effects based" planning process, the game illuminated potentially significant insights regarding "limited" wars, rules of engagement, theater air and missile defenses, asymmetric strategies, WMD defense and consequence management, combined and coalition operations, and the importance of land power as a contributor to the joint military team. For additional information on this exercise please contact Professor Jim Kievit at 717-245-4521 or kievitj@csl.carlisle.army.mil

Democratization Initiatives Support Simulation

by Prof B. F. Griffard
Strategic Logistician

As an integral part of its mission, the USAWC conducts "strategic outreach" programs with other U.S. organizations and agencies, as well as with other nations' armed forces. An example of one

such "outreach program" CSL's Democratization Initiatives Support Simulation (DISS). The DISS is executed as a collaboration between the USAWC and the senior level defense college of another nation (Figure 1).

As transitional democracies wrestle with

DISS Applications

- **PARAGUAY**
 - **CONAGUE 2001** (Nov 96), **2002** (Oct 97), & **2004** (Nov 98): **The U. S. Army War College (USAWC)** and **Colegio Nacional De Guerra De Paraguay (CONAGUE)** in Asunción, Paraguay
- **HONDURAS**
 - **CDN 2003** (Sep 98): **USAWC** and **Colegio de Defensa Nacional de Honduras (CDN)** in Tegucigalpa, Honduras.
 - **FEN 2005** (Sep 99): USCINCSOUTH-national military strategy development initiative, co-sponsored by the Honduran Minister of Defense, employing **The Center For Strategic Leadership (CSL)**, in collaboration with the **National Defense College of Honduras (CDN)**, in Tegucigalpa, Honduras.

Figure 1.

the proper roles for their political, economic, social, and military sectors they need simple but workable processes to follow. Utilizing a "desktop" political-military simulation that mimics the U.S. National Security Strategy development process, DISS participants experience the development of a national strategy for five years into the future.

During the latest DISS application Professor B.F. Griffard, CSL, in collaboration with the National Defense College of Honduras (CDN), developed and executed the **FORO DE ESTRATEGIA NACIONAL 2005 Honduras en el Siglo XXI (FEN 2005)** {National Strategy Forum 2005 Honduras in the XXIst Century}. Co-sponsored by the Honduran Minister of Defense and USSOUTHCOM, **FEN 2000** was conducted 20-24 September, 1999 in Tegucigalpa, Honduras. Using a CSL-developed scenario as the vehicle, participants produced an outline Honduran National Strategy for 2005. This strategy was presented to a mixed panel of military and civilian government offi-

cialists that included the Vice-President of Honduras, the Vice-President of the Honduran Congress, the Chairman of the Honduran Joint Staff, Chiefs of the Honduran Army, Navy, and Air Force, and the USSOUTHCOM J5. *FEN 2005* was the successful first step in USSOUTHCOM's program to assist the Honduran government in the development of a national strategy planning system. The endstate is a Honduran National Military Strategy supportive of civilian control and professionalization of the Armed Forces. For additional information on the program, contact Professor Griffard at 717-245-3235 or griffardb@csl.carlisle.army.mil

Deterrence in the 21st Century Symposium

by Mr. Larry Blotzer

Research Analyst/Political-Military Affairs

The Center for Strategic Leadership conducted a Symposium on "Deterrence in the 21st Century" at Carlisle, Pennsylvania, on December 8 and 9, 1999. The symposium objectives were: 1) analyze the role of deterrence in U.S. foreign policy with focus on rogue states and terrorist organizations, and 2) explore new ideas for enhancing U.S. deterrence policy that will meet the national security threats of the 21st Century. The symposium brought together senior policymakers, defense officials, and academicians from the United States, Europe, Middle East, and Latin America. Participants included ADM Richard Mies, CINC USSTRATCOM, Gen (USAF-R) Michael Carns, USAF Retired, Gen (USA-R) William Hartzog, Ambassador Edwin Corr, Ambassador Robert Joseph, Professor Colin Gray, Professor George Quester, and Mr. Frank Miller.

The symposium highlighted, inter alia: complexity of deterring non-state actors; need to maintain an effective nuclear arsenal to deal with deeply-buried and

hardened underground targets; destabilizing effects of rapid arms reductions; propensity of reducing to small numbers of nuclear weapons to encourage proliferation; and the necessity of a well thought out strategy to underpin any deterrence policy. Those who desire more information may contact Mr. Larry Blotzer at 717-245-3442 or blotzerl@csl.carlisle.army.mil

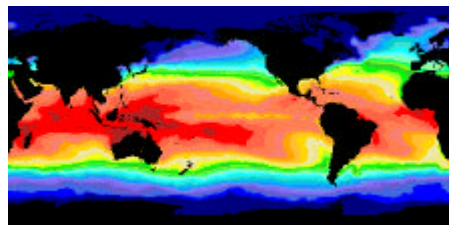
An anthology of the symposium proceedings will be published this spring. Plans are also underway to conduct a follow-on symposium later this year.

The Role of the Military in Protecting the World's Water Resources

by Dr. Kent Butts

Strategic Politics/Military Affairs

Mr. Gary Vest, Acting Deputy Under Secretary of Defense (Environmental Security) and Mr. Umit Unluata, Head,



Ocean Sciences Section, Intergovernmental Oceanographic Commission (IOC), United Nations Educational, Scientific and Cultural Organization (UNESCO), convened the first in a series of workshops to address the role of the military in reducing its environmental impact on the continental shelf and large bodies of water.

"The Role of the Military in Protecting the World's Water Resources" was held at the Collins Center November 3 - 5, 1999. Besides representatives from the U.S. Department of Defense and UNESCO, participants included the

U.S. Departments of State and Energy, the National Oceanic Atmospheric Administration (NOAA), the U. S. Navy, the Army Staff, U.S. Pacific Command, USMC Base Hawaii, Global Coastal Strategies (Australia), Scripps Institution of Oceanography (University of California, San Diego), and the University of Washington.

The conference was representative of the Defense Department's continuing strong interest and concern for the future well being of the earth's waters. Large bodies of surface water represent a significant global resource whose importance is growing as states increasingly depend on their resources for their continued growth and stability. The military, in general, can play a meaningful role in maintaining and improving the quality of the environment by lessening its environmental impact over the course of its peacetime operations.

In addressing sources of pollution affecting environmental quality on the continental shelf and in large bodies of surface water, approximately 80 percent of environmental quality problems derive from terrestrial sources transported through various watersheds. The remainder is attributable to activities such as oil spills or wastewater discharges. The range of military peacetime activities that need to be considered include shore-based and up-stream operations and facilities, as well as waterborne operations.

Initial work on the topic was envisioned in two phases. Phase I considered the current state of the art in environmental assessment and risk management, and ways in which peacetime military operations and activities might contribute to ongoing assessments of environmental quality and the management of risk. These could include regular training exercises or other peacetime activities that might offer an opportunity for sampling or monitoring environmental quality.

The Carlisle conference worked specifically to address:

- * The importance and sustainability of environmental quality on the continental shelf and in large bodies of water.
- * The current state of the art in environmental quality assessment on the continental shelf and in large bodies of water.
- * Risk assessment and management issues associated with the continental shelf and large bodies of water.
- * Current programs and opportunities for reducing the peacetime impact of the military on environmental quality.
- * Opportunities for high-value-added cooperation and coordination to enhance environmental assessment during regular peacetime military operations.

Phase II will be conducted in future meetings in cooperation with UNESCO's Intergovernmental Oceanographic Commission (IOC). This phase will consider how the militaries conduct their peacetime activities and manage their facilities, and then determine what they might do to lessen their environmental impact without compromising the execution of their missions. It is possible to facilitate necessary behavioral and cultural changes through promoting awareness and to shift the impact of military activity from negative to neutral and, ultimately, to positive effects on the environment.

The next meeting in the series is projected for April 2000 at the Headquarters of the IOC in Paris, France. For additional information on this exercise please contact Dr. Kent Butts at 717-245-3728 or email at buttsk@csl.carlisle.army.mil

Upcoming Events

➤ ***Contingency Planning Interagency Working Group Conference: 11-13 January:***

This three-day conference is designed to allow this newly formed committee to refine its mandate and establish priorities for future activities, events and exercises related to training the planning process prescribed by PDD 56. This working group has responsibility for oversight of training activities for the PDD 56 process. Participants in the working group include representatives from OSD PK/HA, the National Foreign Affairs Training Center, the Joint Staff, DOS and other governmental agencies such as the National Security Council. LTC Mike Harwood is the CSL POC for the event: 717-245-4266 or harwoodm@csl.carlisle.army.mil

➤ ***AMEDD After Next Game: 31 Jan-4 Feb:***

This five-day event is intended to examine requirements and determine the US Army medical force structure and logistics needs in the 2018 timeframe. It is anticipated that the game will be conducted using vignettes from the *Army After Next (AAN)* Spring '99 wargame. It will be a medical, scenario-driven wargame. Participants include AMEDD center and school, Joint staff and MACOMs. LTC Tom Murray is the CSL POC for the event: 717-245-3140

➤ ***Nigerian Environmental Security Game: 29 Feb-3 Mar:***

The Deputy Assistant Secretary of Defense (African Affairs), and the Deputy Under Secretary of Defense (Environmental Security), will cosponsor the *Nigerian Environmental Security Game* at the Collins Center, Carlisle Barracks, Pennsylvania. The exercise will commence at 1300 hours on February 29, and conclude at 1200 hours on March 2. It will be conducted for the United States European Command and focus on developing new engagement opportunities with, and alternative roles for, the Nigerian military. Dr. Kent Butts is the CSL POC for the event 717-245-3728 or email at buttsk@csl.carlisle.army.mil

➤ ***Russian Symposium:***

CSL will conduct a workshop on the Russian military to examine it in terms of its state as a military institution and its role within the evolving Russian society. The workshop will examine the impact of Russia's economic crisis on the military, Russian perceptions of threats to its national security, and changes to Russian military doctrine and force structure to meet future challenges. For additional information on this symposium please contact Professor Mike Crutcher at 717-245-3114 or crutcher@csl.carlisle.army.mil

➤ ***CASCOM Wargame 28 Feb-3 Mar:***

This five day event will focus will on determining the US Army logistic/force projection requirements in the 2018 timeframe. Participants will be from CASCOM, TRADOC and US. For additional information please contact LTC Tom Murray at 717-245-3240 or email murrayt@csl.carlisle.army.mil

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